



## ***High Performance Development Model (HPDM) June 2004***

Does Psychological Empowerment Mediate the Relationship Between Psychological Climate and Job Satisfaction?

Sally A. Carless. Journal Of Business And Psychology New York: Summer 2004. Vol. 18, Iss. 4, p. 405

This study tested a model in which empowerment was hypothesised to mediate the relationship between psychological climate and job satisfaction. Individual levels of negative affectivity were controlled for. The sample consisted of 174 customer service employees (59% female and 39% male). Support was found for a model in which empowerment mediated the relationship between climate and job satisfaction, the dimensions of meaning and competence were largely responsible for the mediating effects of empowerment. Theoretical and practical implications of the findings were explored.

Straight Talking: The Nature of Effective Career Discussion at Work

Jennifer M. Kidd, Wendy Hirsh, Charles Jackson. Journal Of Career Development New York: Summer 2004. Vol. 30, Iss. 4, p. 231

Many employees need help from others in managing their careers, and it is likely that much of this help will be given in the context of a face-to-face discussion, either in a formal setting or more informally. Drawing on the accounts of 104 UK employees who had participated in helpful career discussions, this paper examines with whom and in what settings effective career discussions took place, and the skills and personal qualities displayed by givers and receivers of support. A wide range of individuals provided this form of support. The most important skills and qualities shown by givers of support were: the personal qualities of interest, commitment and trustworthiness; challenging and facilitative skills; giving honest feedback; and providing information.

Equality and diversity

David Batstone. Journal Of Organizational Excellence Hoboken: Summer 2004. Vol. 23, Iss. 3, p. 61 (11 pp.)

Journalist David Batstone here explores workplace balance, diversity, and equality--one of his principles for deciding whether an organization is as credible, trustworthy, and soluble as it seems. He profiles five companies and their successful approaches for building a balanced workforce, nurturing a tolerant culture, and reaching out to underrepresented groups in their customer and supplier bases. © 2003 David Batstone

From black sheep to aspiring business partner: HR's turnaround at Delaware investments

Joanne Hutcheson. Journal Of Organizational Excellence Hoboken: Summer 2004. Vol. 23, Iss. 3, p. 33 (11 pp.)

Delaware Investments' human resources function, barely able to meet even the most basic needs of the growing company, was hamstrung by inadequate resources, tools, and expertise. New leadership helped the HR team envision a new role for itself and undertake a five-year effort to redesign its processes, leverage technology, implement self-service, create partnerships, and develop the competencies to become a strategic partner in the business. © 2004 Wiley Periodicals, Inc.

Social Exchanges Within Organizations and Work Outcomes: The Importance of Local and Global Relationships

Pamela Brandes, Ravi Dharwadkar, Kathleen Wheatley. Group & Organization Management Thousand Oaks: Jun 2004. Vol. 29, Iss. 3, p. 276-301 (26 pp.)

The Impact of Demographic Heterogeneity and Team Leader-Team Member Demographic Fit on Team Empowerment and Effectiveness

Bradley L Kirkman, Paul E Tesluk, Benson Rosen. Group & Organization Management Thousand Oaks: Jun 2004. Vol. 29, Iss. 3, p. 334-368 (35 pp.)

A Model of Levels of Involvement and Strategic Roles of Human Resource Development (HRD) Professionals as Facilitators of Due Diligence and the Integration Process

Tammy L McIntyre. Human Resource Development Review Thousand Oaks: Jun 2004. Vol. 3, Iss. 2, p. 173 (10 pp.)

Mentoring in the 21<sup>st</sup> Century: Using the Internet to Build Skills and Networks

Vicki R Whiting, Suzanne C de Janasz. Journal Of Management Education Thousand Oaks: Jun 2004. Vol. 28, Iss. 3, p. 275-293 (19 pp.)

The Design and Evaluation of a Leadership Programme for Experienced Chief Executives from the Public Sector

Frank Blackler, Andy Kennedy. Management Learning Thousand Oaks: Jun 2004. Vol. 35, Iss. 2, p. 181-203 (23 pp.)

The Use of 360 Degree Feedback Technique in the Evaluation of Management Development

Shaun Tyson, Peter Ward. Management Learning Thousand Oaks: Jun 2004. Vol. 35, Iss. 2, p. 205-223 (19 pp.)

Strategic Training

Jim Klunick. Credit Union Management Madison: May 2004. Vol. 27, Iss. 5, p. 44-46, 48-49 (5 pp.)

Developing Leaders

Nancy Lewis. Executive Excellence Provo:May 2004. Vol. 21, Iss. 5, p. 13-14 (2 pp.)

The Boss Makes the Weather

Kathryn Tyler. HRmagazine Alexandria:May 2004. Vol. 49, Iss. 5, p. 93-94,96,98 (4 pp.)

Performance Effects of Physicians' Involvement in Hospital Strategic Decisions

Susan Meyer Goldstein, Peter T Ward. Journal Of Service Research : Jsr Thousand Oaks:May 2004. Vol. 6, Iss. 4, p. 361-372 (12 pp.)

Public Administration, the History of Ideas, and the Reinventing Government Movement

Michael Spicer. Public Administration Review Washington:May/Jun 2004. Vol. 64, Iss. 3, p. 353-362 (10 pp.)

Measuring autonomy in social security agencies: a four country comparison

Janice L. Caulfield. Public Administration & Development Chichester:May 2004. Vol. 24, Iss. 2, p. 137 (9 pp.)

Many European countries manage social policy programmes through autonomous organisations. This article examines the role of these agencies in four countries, two of which (Sweden and Finland) have long histories of using agencies and two (the Netherlands and the United Kingdom) in which this style of management is more recent. The article focuses particular attention on the use of performance management in the context of devolved organisations. Copyright © 2004 John Wiley & Sons, Ltd.

Mining Human Assets

Haidee E Allerton. T + D Alexandria:May 2004. Vol. 58, Iss. 5, p. 102-108,110-111 (9 pp.)

What Matters Most

Gail Johnson. Training Minneapolis:May 2004. Vol. 41, Iss. 5, p. 19 (1 pp.)

Promise and Peril in Implementing Pay-for-Performance

Michael Beer, Mark D Cannon, James N Baron, Patrick R Dailey, et al. Human Resource Management Hoboken:Spring 2004. Vol. 43, Iss. 1, p. 3

Organizational Readiness for Successful Knowledge Sharing: Challenges for Public Sector Managers

W A Taylor, G H Wright. Information Resources Management Journal Hershey:Apr-Jun 2004. Vol. 17, Iss. 2, p. 22-37 (16 pp.)

Managing for Value: Developing a Performance Measurement System Integrating Economic Value Added and the Balanced Scorecard in Strategic Planning

Harold D Fletcher, Darlene Brannigan Smith. Journal Of Business Strategies Huntsville:Spring 2004. Vol. 21, Iss. 1, p. 1-17 (17 pp.)

Career Is Not a Four Letter Word

Thomas G Gutteridge. Mid - American Journal Of Business Muncie: Spring 2004. Vol. 19, Iss. 1, p. 5-6 (2 pp.)

Individual Assessment: As Practiced in Industry and Consulting

Anthony R Montebello, Mark Rieke. Personnel Psychology Durham: Spring 2004. Vol. 57, Iss. 1, p. 217-220 (4 pp.)

Individual Assessment: As Practiced in Industry and Consulting, by Erich P. Prien, Jeffrey S. Schippmann, and Kristin O. Prien, is reviewed.

The Promise of Public Sector Performance Measurement: Anodyne or Placebo?

Gerasimos A Gianakis. Public Administration Quarterly Randallstown: Spring 2004. Vol. 26, Iss. 1, p. 35-64 (30 pp.)

Talent Management: Trends that Will Shape the Future

Fredric D Frank, Craig RTaylor. Hr. Human Resource Planning New York: 2004. Vol. 27, Iss. 1, p. 33-41 (9 pp.)